FIRE STATION REMODEL/ADDITION
CONCEPT TO SELECTION OF ARCHITECT

EXECUTIVE DEVELOPMENT

BY: Michael Botto, Captain
Oakdale Fire Department
Oakdale, California

An applied research project submitted to the National Fire Academy
as part of the Executive Fire Officer Program

October 1997

Abstract

The purpose of this research project was to begin the initial phases of a fire station remodel/modification to the Oakdale City Fire Department's facility. This station is 37 years old. It was built to be a volunteer fire department; consequently, it is no longer able to accommodate the line and administration staffs' needs in delivering today's services.

An action research methodology was used in this study. The research questions answered were:

1. What are our needs, wants, and desires in a station?
2. How will we acquire the City Council's support for funding?
3. How will we select an architectural firm to begin on the project?

A literature search was done, in which information was gathered on the construction of fire stations, fire station remodels, and the process for the selection of an architectural firm. Additional information was also obtained regarding a project team management approach to a remodel/modification of a community fire station.

A presentation to the City Council was made for the purpose of gaining support to proceed with the project and for the beginning phases of acquiring funding. A project team was established and goals and objectives were developed along with a time schedule. We then developed a Request For Qualifications and a Request For Proposal in order to derive a group of architects in which to consider for the project. Evaluation of the proposals were done, along with interviews of firms and site visits of past work done by each firm. A final selection was made and an architectural firm was selected to begin

on the developmental phases of the remodel/modification to the fire station.

The results of this project were positive. Throughout the process, we were able to gain positive support and involvement from the City Council. We were also able to establish a project team which would provide input from all internal and external groups concerned. In addition, four architecture firms were interviewed. These firms exceeded our expectations of quality and ability for this project.

The recommendations of this project include obtaining estimates on your project that are as accurate to the project as possible. To utilize project team members that have adequate time and will provide the necessary involvement as a team member.

TABLE OF CONTENTS

INTRODUCTION

The current fire station for the City of Oakdale is in need of repair and modifications. It no longer meets the needs of the department. The purpose of this applied research project is to establish a plan and implement a process to address our needs of a fire station remodel/modification.

This research project uses an action research methodology. The following questions will be answered in this project:

1. What are our needs, wants, and desires in a station?
2. How will we acquire the City Council's support for funding?
3. How will we select an architect firm to begin on the project?

BACKGROUND AND SIGNIFICANCE

The Oakdale City Fire Department is a single station department that serves a community of 15,000. We have increased staffing from one member on duty, when the station was built in 1959/60, to now 4 members per shift. There are as few as 2 members on duty, to a maximum of 6, with the utilization of volunteer resources. We have increased our services delivered, as most departments have, from strictly fire suppression, to now providing medical aid and hazardous materials responses, just to

name a few. We have been, and still are, aggressive in the pursuit and implementation of modern day fire service technology and techniques; however, we have failed to provide and plan for the current and future needs of the station in order to accommodate our role. Additional stations within the city's general plan have been addressed, but are not currently under construction. Currently, the need for the remodeling of the current Oakdale City Department's station is priority, as it will remain the central station, and the office for administration for many years to come.

Our facility was built in 1959/60 and is now 37 years old. This facility is in constant need of repair. We are operating out of a building that does not meet the American with Disabilities Act (ADA) or many of the National Fire Protection Association (NFPA). Some of these include bathroom facilities for both male and female occupants, which are handicapped accessible, a ventilation system for the apparatus quarters that will remove many toxic gases, and a decontamination area. We are also in need of major repairs. For instance, three-quarters of the entire roof needs to be replaced, single pane, non-energy efficient, windows are currently in use, and the cooking/exhaust system requires modification. Additional space for administration and living areas are also desired.

Our project was necessary as part of the overall picture in the delivery of emergency services. As stated earlier, we have continuously increased our responsibilities and services delivered to the community. Our station no longer meets our needs; therefore, we must plan for the future needs of the line personnel and administration.

This research project utilizes the information given from the National Fire Academy Executive Planning course, given in Emmitsburg, Maryland. In addition, the student manual was used extensively as a guide for this project.

LITERATURE REVIEW

The purpose of this literature review was to research and evaluate methods and practices used for developing a plan to implement the station project. An extensive search for literature took place. Information was gathered from the National Fire Academy Learning Resource Center, current city standards for request for proposals, and the Stanislaus County Free Library System.

Renovation of any type requires a lot of planning, research, and money. The renovation of a fire department; however, must include the cooperation of many participants in order to achieve an end result which will benefit everyone for many years. Determining the needs, considering solutions, hiring an architect and paying the architect are all items discussed in "From the Ground Up: Constructing or Reconstructing a Modern Firehouse" written by Paul J. De Silva

Paul J. De Silva (1989) advises having a group of people meet to discuss what items are necessary to include in the renovation of the fire department. He suggests including district commissioners, officers, and people from the membership in this group. This allows all interested parties to have input. After all, the building must "...suit the needs of the firefighters..., ...the fire

department as a whole..., ...the community is serves..., and ...future needs" (De Silva, March 1990, p.81). Dommer (1996) mentions seismic strengthening, ADA upgrades, emergency generators, exhaust systems, building expansion, mechanical and electrical system improvement, and renovation of the sleeping areas, kitchen, lockers, showers, and the day room as some of the renovation needs done on firehouses in the past.

When considering the department's needs, it is especially important to remember specific requirements of the National Fire Protection Association (NFPA) and the Americans with Disabilities Act (ADA) of 1990. For instance, chapter 7, section 1.2 of the NFPA states, "Fire departments shall provide facilities for disinfecting, cleaning, and storage in accordance with Chapter 3 of NFPA 1581." In section 1.5, it states, "Fire stations shall be designed and provided with provisions to ventilate exhaust emissions from fire apparatus to prevent exposure to fire fighters and contaminations of living sleeping areas." The ADA requires "...commercial facilities be designed, constructed, and altered in compliance with the accessibility standards established..." (42U.S.C.12181) These requirements sometimes have to come before some of the other needs of the fire department which are sometimes considered cosmetic, according to conner and Rentz (1992).

"After determining the fire department's needs, consider the possible solutions" (De Silva, 1989, p.79). By doing so, it may be possible to avoid construction or reduce the cost. For instance, the department may be able to buy other equipment or reorganize the station to better use the space which exists. Another solution suggested by Light (1996) is to refinish hardwood floors instead of adding carpet or tile.

An architect should be hired "before final decisions are made" (De Silva, 1989, p.80). But, before one is actually hired, there are specific steps which must be done. First, a selection committee should be formed. Dommer (1995) suggests including a fire agency project representative, day-to-day project manager, contract officer, and board members.

Once this committee is formed, the department must advertise the need for an architect by using the RFQ (Request for Qualifications) method or send out Requests for Proposals (RFP's). "The RFQ approach is used if the project is widely advertised. A Request for Proposals solicits the same information as an RFQ, but it also asks for specific project elements such as understanding" (Dommer, 1995, p.14). If RFP's are sent out, Dommer suggests having them returned within 3 weeks (1995). The department may also opt to ask other departments for their recommendations or "...contact local chapters of the American Institute of Architects and Society of American Registered Architects for a list of architects practicing..." (De Silva, 1989, p.80) locally. Then, the department may choose to invite architects to a pre-proposal meeting, in order for them to visit the site and/or ask questions.

Each architectural firm which responds should have its paperwork reviewed. The committee should already have created a point scale system for the evaluators to use when reviewing the responses. An important recommendation given by Dommer (1995, p.16) is: "Committee members should have a short period to read the proposals and score them. If time allowed for this is too long, the first proposals read will be forgotten or scored differently than later ones." This method of paper screening helps to "weed out" some of the firms which applied. It is important to remember that the architect must be licensed in your state. He should also have experience in working with designs for fire

departments. This experience should be within the past five years because "... projects completed more than five years ago will be less relevant" (Dommer, 1995, p.15). Prior experience in working with the government is also critical because "The laws governing the letting of contracts by governmental bodies in most states places additional and unusual constraints on the construction process, which have a major effect on building design and the project in general" (De Silva, 1989, p.80).

According to Dommer (1995), before the interview, appointments should be set and a confirmation letter mailed. Each interview should have a one hour slot and all interviews should be on the same day, if possible. The meeting room should be large enough to accommodate the members of the selection committee and two to three firm representatives. There should also be an electrical outlet, slide projector, and screen for the presentation. As in interviews in other areas, it is also recommended to have a set of questions already prepared. The same questions should be asked of all candidates. Three to four firms should be interviewed for a project with a cost of $1 million or less. Four to five firms should be interviewed for a project with a cost of $1-5 million (Dommer, 1995, p.16). The number of firms to be interviewed does differ slightly between the different sources read, but the difference is only one or two, which is not significant.

After all of the interviews have been completed, a firm should be chosen. The firms that were not selected should be notified and some reasons for their elimination from the project may be shared, in order for them to learn what fire departments are seeking in eligibility (Dommer, 1995).

After the architectural firm is hired, final design decisions can be made. According to the questionnaire described in Matthias' article, "...budgetary constraints are always a consideration..."

(1984, p.74). Dommer warns that "One of the biggest problems with both renovation and new construction projects is that they are often underfunded..." (1996). He continues to say, "The key to success is developing and implementing a clear, flexible strategic plan that will take you 20 years into the future and avoid making a series of short-term stop-gap improvements. With a strategic policy, the decision on how and what to renovate or construct will be manageable and defensible." This plan should be included in the contract, which an attorney creates. A payment method should also be included.

According to De Silva (1989), there are three types of payment methods. The cost-plus system is first. In this plan, the architect bills for all of his itemized costs and adds a stated overhead and profit. The second is a flat-fee method. In this plan, the architect develops a set fee which allows for no price changes unless there are additional services rendered. Finally, the percentage fee is the last payment option. A percentage of the building cost is the amount billed. This method is the best for fire departments because the budget is usually predetermined. De Silva states "...if the project goes significantly over the budget it cannot be built, and the architect will have to redesign the project, probably at a loss. Also, if a firm's projects regularly come in significantly over budget, that firm will soon find itself with fewer and fewer jobs" (De Silva, 1989, p.80).

Finally, if the cost of your fire station's renovation exceeds your budget, Light's article (1996) suggests that you incorporate inexpensive help from community members, such as retired architects and contractors. Donations of materials and land might also be obtained from business that need write-offs. Office Supply dealers may also be able to help improve the aesthetics of the fire station by donating

office furniture or equipment. By doing these things, it not only makes your employees and volunteers more involved and enthusiastic about the project, but it might help reduce the cost of the project enough to permit the architect to have the entire allowed budget to complete the other construction or renovations needed.

PROCEDURES

During the department's preliminary budgeting process, discussions took place regarding funding for repairs of the current facility. During these discussions, we realized that we were only providing a band-aid for maintaining our facility. With on-going continuous repairs, we would only partially maintain an inadequate station. Our needs really required a facility that would accommodate our increased line-staff and administration.

Because of these concerns, we, the management team, looked at what was lacking in the facility. The type of past maintenance performed, along with the cost associated in the maintenance of a 37 year old station was researched. Past expenditures for maintenance and listed items which we knew were in need of repair were reviewed. We then addressed the current, obvious needs of the department. We knew that a single, open dorm that was designed for two firefighters was inadequate for four to six members, and that our bathroom facilities did not meet the American with Disabilities Act. Shower facilities for females also did not exist. In addition, the station did not have a ventilation system or decontamination area. Finally, there was not enough office space for administration.

Planning

Through this evaluation process, we felt that is was time to aggressively pursue a major remodel/modification to the station. As the research suggested, our plan was to determine what our current needs were and if it would be viable to remodel/modify the current building to meet these needs. We also looked at our future, specifically the city's general plan which addresses the growth of the city for the next 20 years. In the general plan we have sites for two additional stations. We determined that the location of the current station would continue to be ideal for the administration and main station for the next 20 years.

A budget request was submitted through the normal process (Appendix A) and was included in the preliminary city wide budget. This, however, was thrown out in the beginning stages of budget review and was later placed on the City Council agenda as a special issue. We then prepared for a detailed presentation to the Council on this one project.

Personal Interview

I spoke with a past city council member; who happens to be a fire division chief for a larger department near our community (J. Miguel, personal interview, May 18, 1997). This interview was to assist in the development of our presentation to the Council. I asked Mr. Miguel what information would be needed to allow funding and approval to proceed with a major remodel and addition to the station. His response included these specific questions:

A. Is the location of the station in an area for continuous serviceability based on current needs

and future growth?

B. How much would the project cost?

C. What are the response times to the outlying areas of the community? These items were investigated and included in the presentation.

Mr. Miguel felt that each of these issues needed to be addressed in the presentation to the City Council. By doing so, it might reduce the need for further research and the scheduling of another meeting in which the result would be shared. It was also provide convincing reasons why this project should be done and funds allocated.

Presentation to Council

A power point presentation (Appendix B) was prepared to deliver to the Oakdale City Council. This presentation was designed to demonstrate, visually, our current deficiencies by showing actual photographs of what we were looking for in a current station. These pictures were taken during tours of several modern stations. By including these photographs in the presentation, it clearly depicted our eminent need for modifications. Our goal was to inform the council that this project was needed now and that the money and time spent on this facility would not be wasted. It was also our intent to convince the council that this would be a good investment. Finally, we explained the benefits of a change and how the modification would allow us to meet current local, state and federal requirements.

Project Team

Once funding was approved, a project team was established to pursue the project. This team included a team leader, two council members, a member from each rank (ie. - Volunteer Firefighter, Firefighter, Lieutenant, Captain), planning/public works/building department members, and a community member. The internal fire department selection process was to select one member from each rank to be on the team, and that member would be responsible to be the liaison for the respective rank (Appendix C). The other members on the team were appointed by the mayor. The first meeting of the project team was to established a project statement and set some preliminary time frames (Appendix D).

The project team felt it was vital that the department members, along with the community, be involved with this project. One of our main points was that a project team be established and all interests would be addressed and included in the station's remodel.

Architect Selection

Many of the suggested procedural steps mentioned in the Literature Review were used by the project team for selecting the architect. First, a Request for Qualifications was developed and distributed via newsletter publication to architectural firms. Second, a Request for Proposal was developed and sent to the qualifying firms. It was also open to any other firms meeting our specifications. Then, the Request for Proposals submittals were evaluated and rated using the rating schedule included in the Request for Proposal. Four firms were invited to deliver a 30 minute presentation and participate in a 30 minute question and answer period.

One fire station project site was visited for each firm interviewed. Interviews were held at each

location to gain insight on the success or failure of the firm represented, and to determine if the firm stayed within budget. It was also nice to be able to look at the facility.

The following week, the project team met and evaluated the firms on three specific areas: the Request for Proposal, the interview of each firm, and the site visit. Positive and negative points were listed for each firm. A vote was then taken and a decision regarding which firm would be hired was made. Lastly, a presentation to the City Council was given by the project team to recommend the most qualified firm for the project.

RESULTS

The purpose of this project was to begin the initial phases of a fire station remodel/modification to the Oakdale City Fire Department's facility. This 37 year old station was built to be a volunteer fire department; consequently, it is no longer able to accommodate the line and administration staffs' needs in delivering today's services. Following are the answers to the research questions:

1.) What are our needs, wants, and desires in a station?

In addressing our needs, we looked at various codes, including the National Fire Protection Association (NFPA 7-1.2/7-1.5 and NFPA 1581), and the American with Disabilities Act of 1990 (42U.S.C. 121810), which gave us useful information regarding mandated requirements, such as the requirements for handicapped accessible facilities, separate facilities for men and women, and the need for proper ventilation, just to name a few. We also realized, through living in a station which was designed for two members, that it was not suitable for a larger group. Its inadequacies were not only in

the living arrangements, but also in accommodating administration, and training needs.

In order to be sure everyone's interests were expressed and represented, we selected a member from each rank to take an active role in the project team and to represent the feelings and needs of that rank. This was a positive move because it allowed everyone to be heard in some way.

2.) How will we acquire the City Council's support for funding?

Through extensive research into the effects of delivering modern day fire services, utilizing a 37 year old fire station, we were able to develop a presentation for the City Council that showed what our problems were. Modern facility tours and photographs clearly illustrated what we were looking for in a station remodel/modification and what the results of the changes would be. The personal interview with J. Miguel, gave adequate insight as to what questions the council members would need answered to support us. Finally, the utilization of a project team, made up of internal and external participants, was also a positive selling point because it included involvement from the council and the community.

3.) How will we select an architect firm to begin on the project?

The project team evaluated the options available in selecting an architectural firm and decided to establish basic minimum requirements. As previously explained, a Request for Qualifications (RFQ) was prepared and distributed, via an architectural newsletter and public announcement, followed by a Request for Proposal (RFP). Both proposals were evaluated and rated on a point scale. Then the four qualifying firms submitting qualifying proposals were given an interview, followed by a site visit which included interviews with the users of the facility and liaison between the department and the architectural

firm. Through this process, the team was able to select a firm that met all of our expectations and that allowed us to work effectively together. The final results were that a qualified firm was selected and a contract was established for the remodel/modification of the Oakdale Fire Department facility.

DISCUSSION

This research project proved to be vital in the goal of the beginning stages of this fire station remodel plan. The information gathered from the literature review was extremely helpful. The material from the National Fire Protection Association and Americans with Disabilities Act clearly defined what special requirements were needed in a current fire station. The other articles provided a starting place for our project. They outlined the important steps to follow, such as: determining the needs, considering solutions, preparing Requests for Qualifications and Proposals, evaluating applications, interviewing and making a final decision. They also assisted us in knowing the different types of billing the architectural firm may incorporate in the contract. The information learned at the National Fire Academy - Executive Planning class was also of great use. The student manual proved to be a flow chart for the project. In addition, the use of a "team approach," was very beneficial for everyone involved.

The presentation to the City Council was a positive one for our department. Total support was given to proceed with the station project after the power point presentation was made. It proved to be very successful. A key point of the presentation was the visuals, which showed both the current status of our station and that of wanted results. Another key point was addressing many of the necessary issues in the presentation. This extra insight, which was shared by J. Miguel in his personal interview,

prepared us for any unanticipated questions.

The project team was a complete success. The members involved had a wide variety of expertise from all aspects of the project. The two council members were supportive and active in the project and assisted us in the pursuit for funding. The City of Oakdale had just passed a bond for redevelopment and some of those funds could be used for public safety facilities in the redevelopment area. It just so happens that the fire station is a public facility and is in the redevelopment area; therefore, it was important to proceed with the selection of the architect to start preliminary cost estimates so that funding could be secured as soon as possible. The council members were concerned that changes to the way redevelopment funds could be used may take place in the next fiscal year, so our time table reflected an expedient process.

As the project team leader, I was delighted with the interaction of the team and their united willingness and commitment to complete this project correctly and in a timely manner while still being fiscally responsible to the community. At the initial meeting, we set a time schedule and some mile stones. We also established our project statement, which assisted us in keeping on task, within the first two meetings. A vital point was the organization of the meetings, including all reference material, agendas, and minutes. The meetings were started on time and kept flowing. All members are excited about the next steps in the effort to successfully complete this project.

RECOMMENDATIONS

When organizing a large project such as this one, there are many lessons learned throughout the

process. Following are some recommendations for others who may attempt to do the same type of project.

First, I would recommend that a suitable team building exercise be given during the first couple of meetings. This activity should be limited to a short amount of time. At the first project team meeting, I was unable to develop a team building exercise that I felt was suited for this group. As it turned out, the group bonded and developed into a team in a short time. This does not always happen as quickly though. Team building activities tend to allow the group become one and get to working on their common goal quicker.

Secondly, I feel that all members of the team should be busy. When this is true, they are often willing to serve on special committees. If the committee's goals are clear and the meetings are short and to the point, there is less time wasted and more volunteers are apt to participate.

Having a back-up plan is also a good idea. This plan should address what steps will be taken if an expected outcome is not produced. For instance, our project team decided to use the Request for Qualifications process in order control the number of submittals received. Once the Request for Qualifications was created, it was submitted in the advertisement in a newsletter that is distributed to a majority of architectural firms (appendix E). One problem we did not encounter; however, was that we would only receive two submittals on time and an additional one that was turned in late. We established a sub-committee of the project team to review the RFQ's and reduce the total number to less than 10 firms. This committee met and determined that since this was an informal process, the two qualifying firms would be sent the RFP immediately. The other firm would be sent a rejection letter due to being

late. In addition to this, it was decided to place a public notice in the local paper and again in the newsletter announcing the Request for Proposal for the project. Any and all firms would be able to solicit an RFP and submit a proposal as long as they met the minimum requirements.

Researching all aspects of a project prior to presentation is extremely important as well. A problem existed from the initial concept of this project. We were unaware of the cost of this remodel/modification. We projected a cost of $350,000 as an estimate to help sell the City Council on the concept. We should have researched more in-depth a more accurate cost so no council member would have felt mislead. The architecture cost alone came in at $70,000 for the services requested. We can now estimate that our cost for this project will be close to $600,000.

Finally, clearly stating how much time is foreseen for each committee, could possibly prevent scheduling conflicts with members' calendars. Another problem which existed for us was that the community member selected for the project was unable to actively participate, due to current job obligations. All members participating in the project should have had ample time to serve on the committee. This is something that was not mentioned in the literature researched. Sometimes small problems like these end up causing larger ones.

In closing, I feel it is very important to have a clear and organized plan. It is also important to have someone in the leadership roll who is capable of following this plan and incorporating the help of others in various sectors. Including as many people as possible allows for more "buy in" and a more expedient process.

.

Reference List

Conner, Mitchell; Rentz, John. (1992). 'No surprises' fire station design. Fire Chief, 60-62.

De Silva, Paul. (1989). From the Ground Up: Constructing or Reconstructing a Modern Firehouse. Fire Engineering, 78-81.

De Silva, Paul. (1990, March). From the Ground Up: Constructing or Reconstructing a Modern Firehouse, Part three of a series. Fire Engineering, 81-86.

Dommer, Don. (1995). Choosing a Fire Station Architect, A Step-By-Step Plan. American Fire Journal, 14-17.

Dommer, Don. (1996). This Old Firehouse. Fire Chief, 82-89.

Light, Judi. (1996) A Nice Place To Work.Emergency, 34-37.

Matthias, Fred. (1984) Fire Station Design. Fire Chief, 74.

APPENDIX A

BUDGET REQUEST

STATION PROJECT

interoffice
MEMORANDUM

To: Oakdale City Council

From: Captain Botto

Subject: Budget Request - Station Project

Date: April 24, 1997

The fire station is in need of a change - something larger than a face lift. We have experienced growth internally with the increased number of personnel and the expansion of services to the community. We are operating from a station that was built in 1960 and has not had any major modifications to its structure for 37 years. We are asking your consideration for the funding of remodeling, repairs, and an addition to the fire station.

In 1960, the City of Oakdale built the current fire station. The design and construction has adequately handled the community's needs and the past growth of the fire department; however, we have grown in the number of personnel, we have increased our activities and services, and consequently, we are out of room. We currently need the expansion and repair/modification of office space and dormitories, along with the addition of a meeting/training and EOC (emergency operations center) multi-purpose room. We need facilities to accommodate female firefighters and those that will meet the American Disabilities Act (ADA).

Our responsibilities have changed dramatically from the fire service of the 1960's. We not only handle fire emergencies but a large range of additional responsibilities. We train and respond to medical aids, hazardous materials incidents, confined space/high angle rescues, vehicle accidents, industrial incidents, arson investigations, etc. We promote fire safety through school prevention and education programs and fire inspection for public facilities and commercial/industrial occupancies. In 1960 the annual call volume was less than 10 per month, and the population was 4,980. The budget for the fire department was $18,000. In 1996 our annual call volume was 1,026 and our population as of January '96 was 14,280. Our current budget for 96-97 is $1,044.325. Our staffing consists of a Fire Chief and 3-four member shifts supported by 15 volunteer firefighters and a part time secretary. Our volunteers are required to spend 12 hours of on-duty time each month. Our facilities are overcrowded. We have members sleeping on hide-a-beds and often 4 members sleeping in one open dorm that was designed for two. Our bathrooms are in need of modification to meet the requirements of a public facility (and our own) and we need a decontamination area for contaminates and biohazards. The station is in need of repair: the single pane windows (many which will not open) need to be replaced, the apparatus doors all need to be replaced, the remaining 3/4's of the roof replacement needs to be completed, and additional office space and storage space is needed.

Our previous community leaders did an outstanding job in the placement and design of this station. It has effectively provided for the needs of the department and city for 37 years. We feel that the location of the station will serve the community for many more years. As the city boundaries expand, we will be placing additional stations to the West (1st.), North (2nd), and if needed, to the East. We feel that an agreement should continue with the Oakdale Rural Fire Protection District to provide first-in coverage to the East. The current city station will continue to be the main business facility which will also provide for first-in emergency and non-emergency services in the station's zone and back-up services to the outlying stations. We also are in an ideal location for responses to our industrial/commercial area to the South. This plan for future station placement, along with the need of repair and expansion of the current station, substantiates that funds spent on modifying the facility will not be wasted and will be an excellent investment. We will need the additional office space regardless of additional stations, and we need the additional dorms now (and in the future we may be operating two companies out of this station), and we must meet the requirements of a public facility.

We are estimating that the repairs and modifications to the station may require a commitment of $350,000. This estimate is based on a 2500 sq ft. addition, and a remodel of the current station. In perspective, the City of Sonora has just completed a new fire station similar to what ours will be when completed, and their project cost for a new building from ground up was 1.2 million dollars. The cost estimates for our project are as follows:

- Architecture/Engineering $ 30,000
- 2500 Sq. Ft. addition @ $80. per ft. = $200,000
- Remodel of Current Building $75,000
- Ventilation System for Truck Quarters $25,000
- Furnishings/Equipment $ 20,000

In summary, presently a need exists to repair and expand our facility. The facility design will be done by a project team of fire personnel, a community member, a building official, and if possible, a council member. We will not only plan for today's needs but focus on the expanding roles of tomorrow's fire service. With the expansion of this station we can accommodate our current problems of lack of space and needed facility repairs, and we can be prepared for female firefighters along with meeting the ADA requirements. Due to the expansion of our services and increase of our personnel, we must enhance our facilities to accommodate our needs. We would appreciate your consideration in this issue, and we are looking forward to making a presentation on this project.

APPENDIX B

POWERPOINT PRESENTATION

OAKDALE FIRE DEPARTMENT

Oakdale Fire Dept.

"Striving For Excellence With The Desire To Achieve"

1997 Station Remodel Project

OBJECTIVE

TO SECURE FUNDING FOR THE MODIFICATION AND ADDITION TO THE FIRE STATION FOR THE PURPOSE OF MEETING TODAY'S & TOMORROW'S NEEDS!

Station Remodel Project Plan!

- We Will Demonstrate A Need For Change
- Aquire Council's Approval to Proceed
- Establish a Project Team
- Engineering/Evaluation of Current Station
- Develop Detailed Station Plans
- Request for Proposal
- Council Review of Bids - Approval?
- Begin Station Remodel

1960: Oakdale Builds A Fire Station

- Total Project $59,790
- One Member on Duty
- FD Responds to 55 Calls in 1960
- Population 4,980
- Budget $18,000

1997: - 37 Years Later

- 13 Career Personnel
- 15 Volunteer FF.
- 4 Members per Shift with Three Shifts
- 1026 Responses in '96
- Population = 14,280 ('96)
- Budget $1,044,325

Past Roles of OFD

- Fire - Responses
- 5 Responses per Month
- Station/Equipment Maintenance
- Occasional Vehicle Accident Response

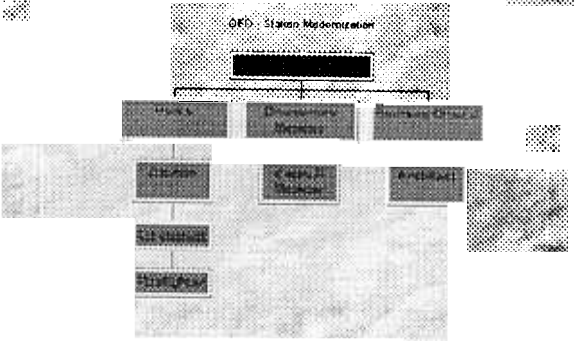
Present Roles of OFD

- 85 Responses Per Month
- Hazardous Materials
- Medical Aids
- Confined Space Rescue
- Hi-Angle Rescue
- Fire Safety Programs
- Fire Prevention
- Hose/Hydrant/Station Maintenance

What Will Tomorrow Bring Us?

- **How Will We Meet The Challenges?**
  - **Planning**
  - **Preparation**
  - **OFD - Team Effort**

Project Team

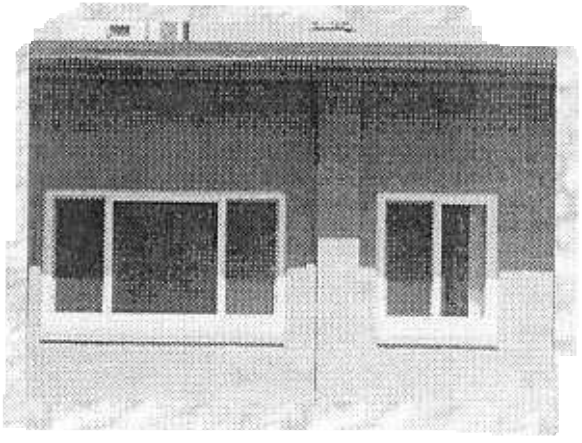


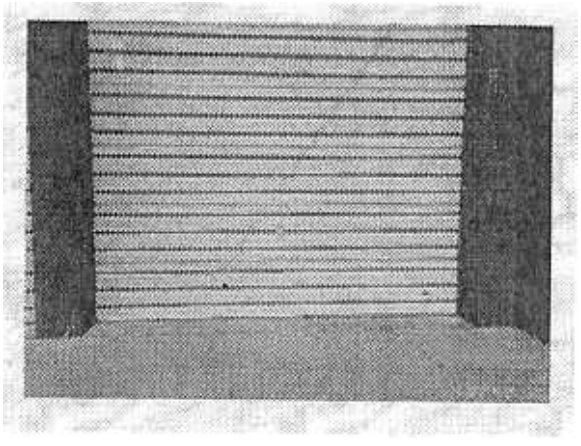
Efforts in Station Maintenance

- Replaced Truck Quarter Doors
- Interior Changes - Moderate
- Exterior/Interior Painting
- Carpeting - Flooring
- Two Windows
- Partial Roofing
- HVAC Unit
- Kitchen Cabinets
- Lighting - Partial
- No Major Structural Changes

Items Currently In Need of Repair

- **Station Windows**
- **Completion of Roofing**
- **Truck Quarter Doors**
- **Bathrooms - ADA**
- **R/R Stove**
- **Dorm Enlargement or Modification**
- **Concrete/Asphalt Repair**
- **Lighting**





What Additional is Needed Now?

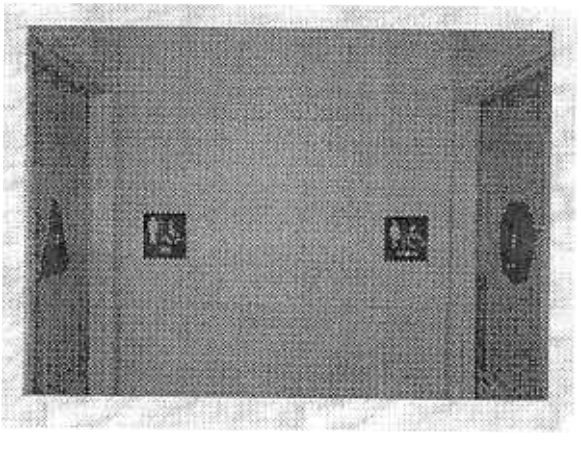
- *Female Firefighter Facilities*
- *Decontamination Area*
- *Dormitory Expansion*
- *Additional Offices*
- *Meeting/Training/ EOC Multi-purpose Room*
- *Truck Quarter Ventilation System*

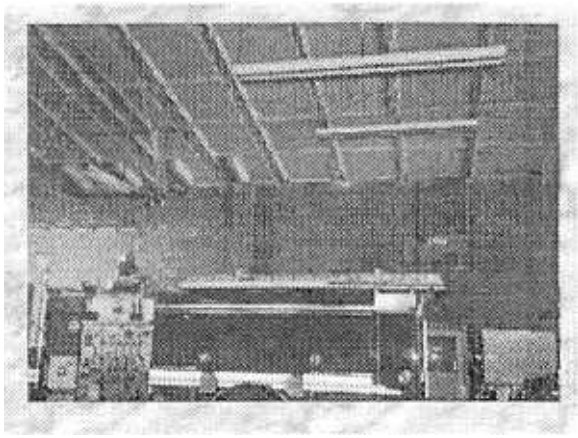
REQUIREMENTS

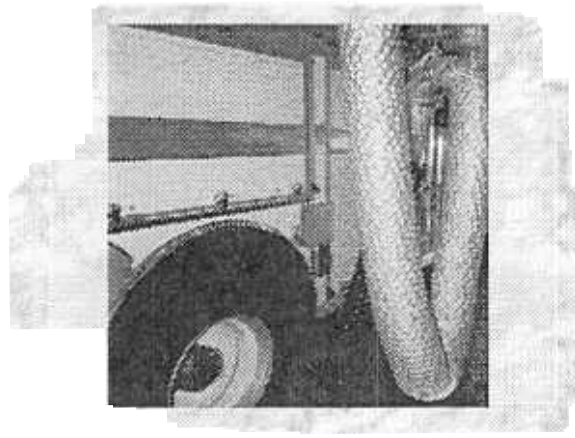
- NFPA 7-1.2 "Fire departments shall provide facilities for disinfecting, cleaning, and storage in accordance with Chapter 3 of NFPA 1581"
- **NFPA 7-1.5 "Fire stations shall be designed and provided with provisions to ventilate exhaust emmissions from fire apparatus to prevent exposure to fire fighters and contamination of living and sleeping areas"**

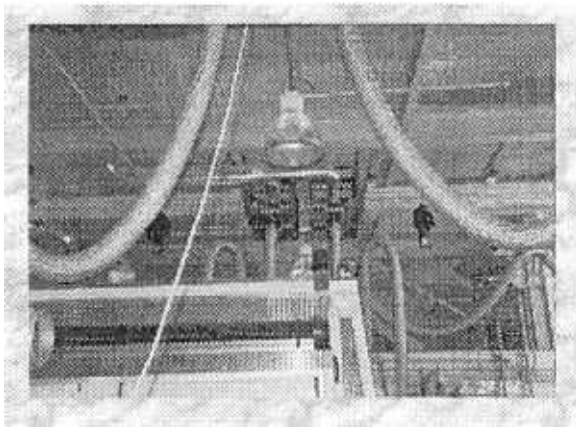
REQUIREMENTS CONT.

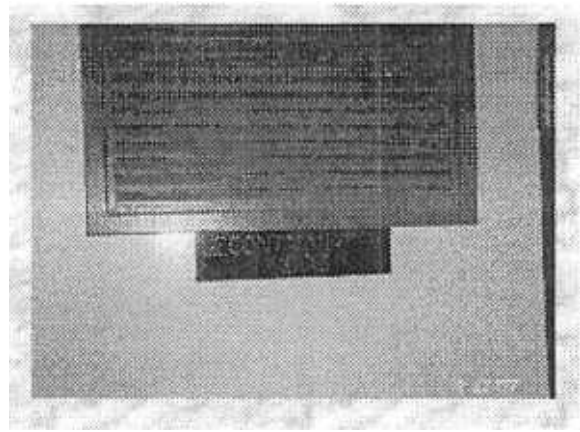
- Americans with Disabilities Act of 1990 (42U.S.C. 12181), which prohibits discrimination on the basis of disability by public accommodations and requires places of public accommodation and commercial facilities to be designed, constructed, and altered in compliance with the accessibility standards established by this part.

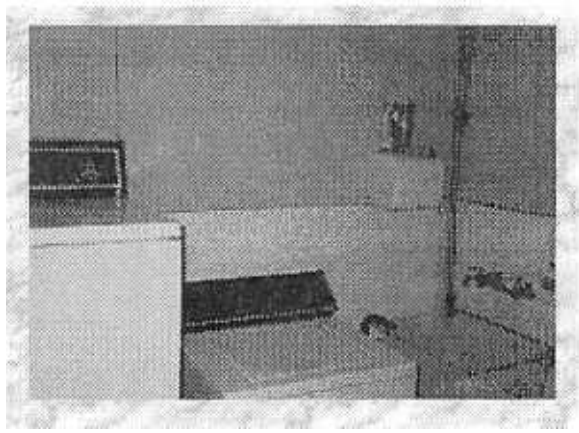


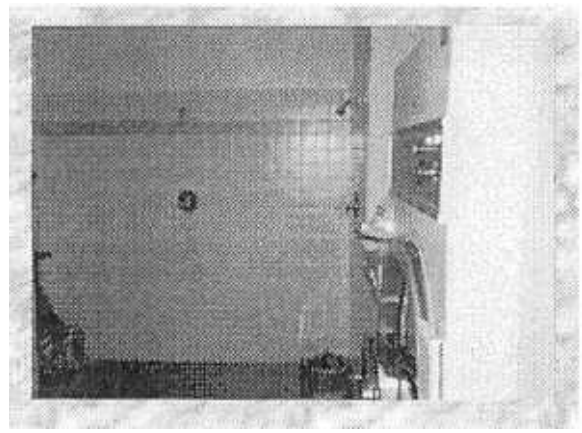






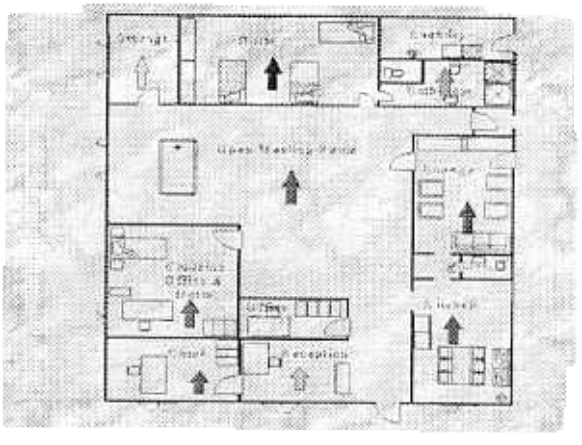


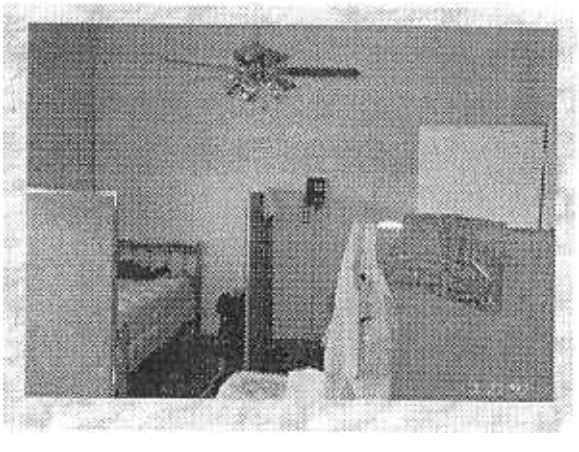


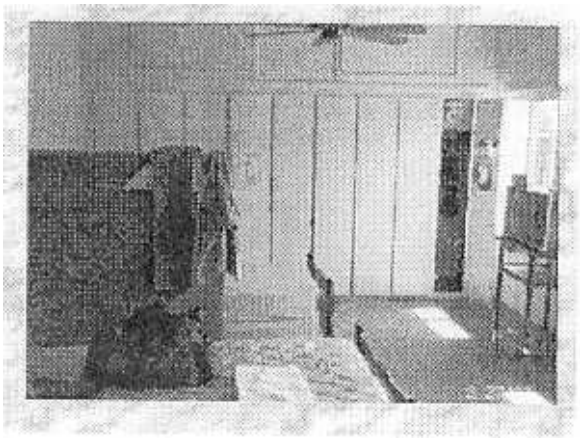


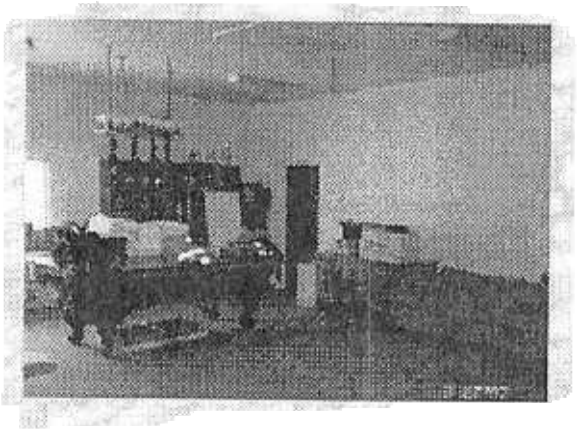
WHERE ARE WE NOW?

Current Facility



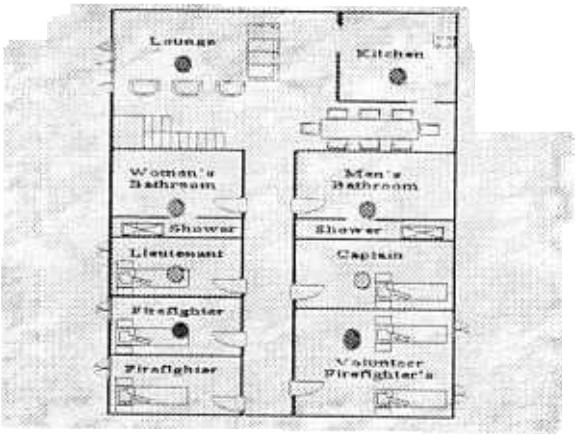


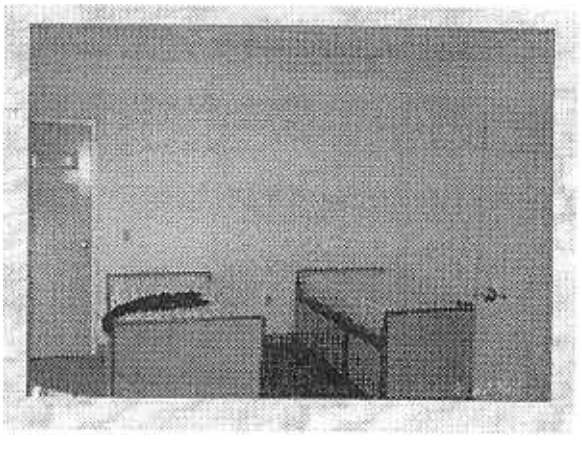


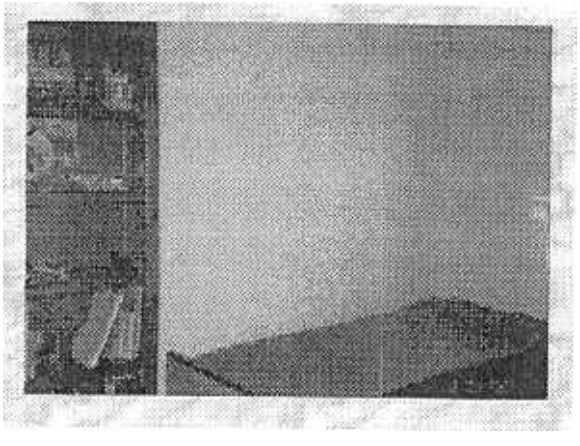


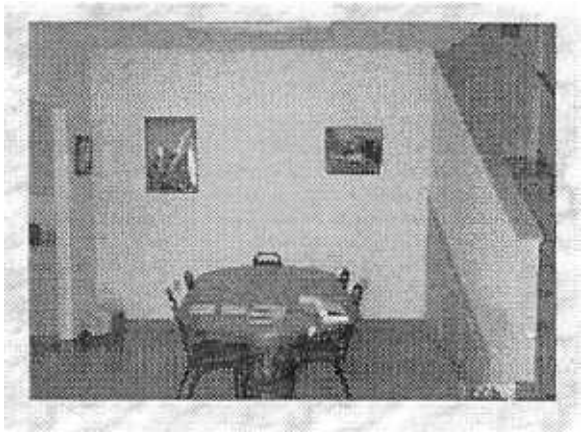
WHERE WE WOULD
LIKE TO BE!

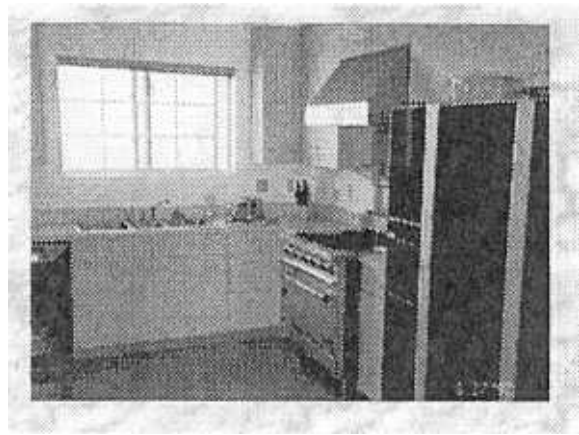
Living Quarters

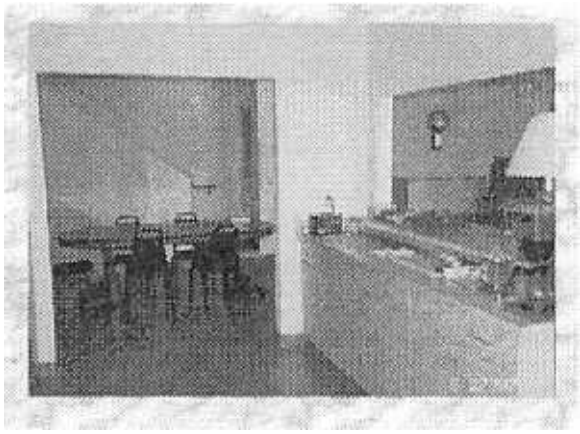






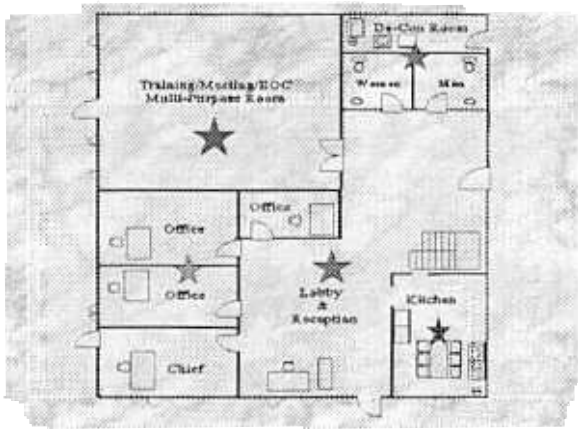


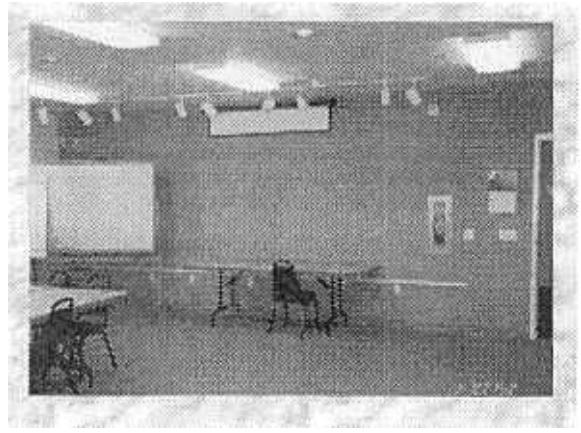


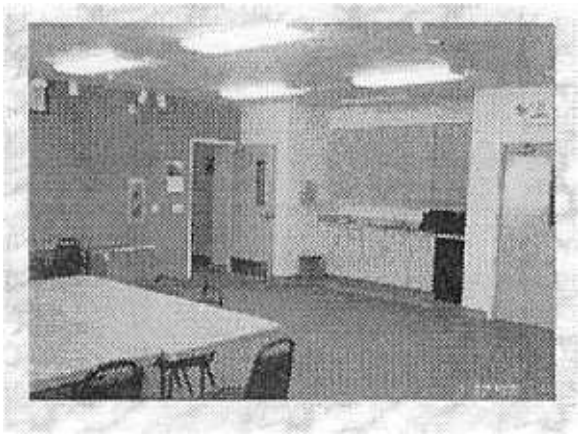


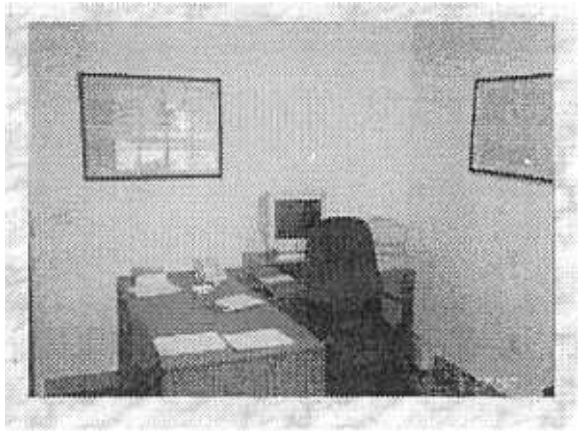
WHERE WE WOULD LIKE TO BE!

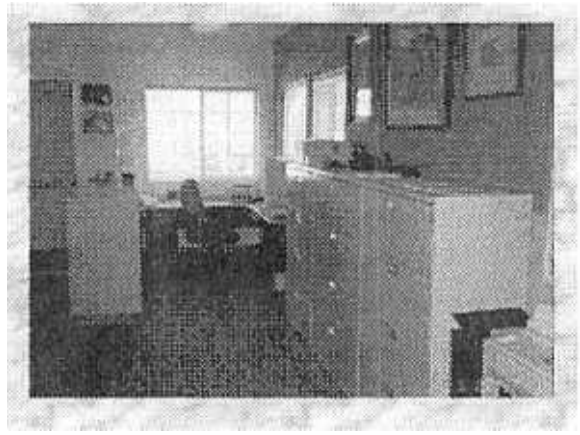
Business Office

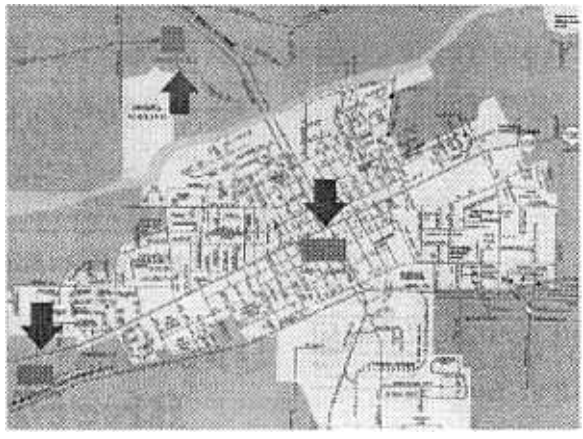






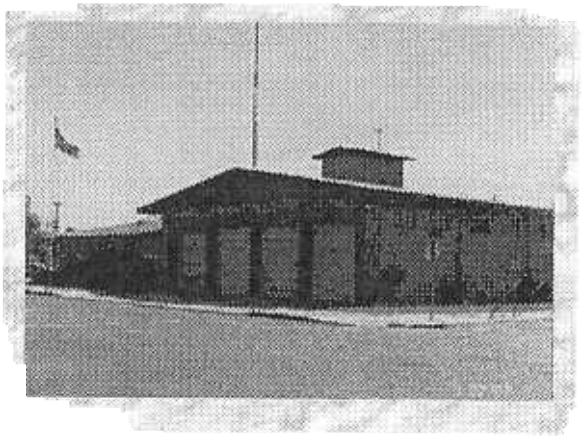






Estimated Project Cost

- Architecture/Engineering - $30,000.
- 2500 Sq. Ft. addition - $200,000
- Remodel of Current Building - $75,000
- Ventilation System (Truck Quarters) $25,000
- Furnishings/Equipment - $20,000



WHERE HAVE WE BEEN?

- One FF on duty
- 5 Calls per Month
- Fire Calls Only
- Limited Duties & Responsibilities

WHERE ARE WE NOW?

- 4 Members per shift
- 15 Volunteer FF
- 85 Calls per Month
- Multi-Functions Emergency & Non-Emergency

Tomorrow: Will We Be Ready For It?

How will we greet tomorrow's opportunities?

WITH A HANDSHAKE!

"HI, WE'VE BEEN EXPECTING YOU!"

QUESTIONS?

EXHIBIT A

PROFESSIONAL ARCHITECTURAL DESIGN NEEDS ASSESSMENT/ SITE ANALYSIS FOR THE EXPANSION AND REMODEL OF THE OAKDALE FIRE DEPARTMENT

SCOPE OF SERVICES/PROJECTED TASK LIST

Task 1 - Project Management and Administration

Task 2 - Predesign and Facility Planning Report

2. Needs Assessment

Develop Design Criteria

Identify Recommended Improvements

Develop Conceptual Site Plan

Prepare Phasing Plan for Recommended Improvements

2.6 Prepare Preliminary Cost Estimate

Prepare Predesign and Facility Planning Report

Task 3 - Preliminary Design Services

3.1 Prepare Preliminary Design Drawings

Confirm Process Control Strategies

3.3 Develop Outline Specifications

3.4 Prepare Preliminary Equipment Specifications

Task 4 - Final Design Services

4. Prepare Final Construction Drawings (75%, 100%, final)

4.2 Prepare Construction Cost Estimates

4.3 Attend Review Meetings

Task 5 - Bidding Services

5. Respond to Contractor Questions

5.2 Prepare Addenda

5.3 Attend Pre-Bid Meeting

5.4 Evaluate Bid Results and Recommend Award

Task 6 - Services During Construction

6. Attend Preconstruction Conference

6.2 Review Contractor Submittals

6.3 Respond to Contractor RFI's

6.4 Prepare Construction Change Orders

6.5 Periodic Site Visits


THANK YOU!
OFD
Oakdale Fire Dept.
"Striving For Excellence With The Desire To Achieve"

APPENDIX C

PROJECT TEAM MEMBER NOTICE

OFD-Memo

All Department Personnel

Captain Botto

Subject: Project Team (Station Project)

June 21, 1997

On June 16th, the city council authorized the fire chief to begin the station remodel/addition project. On June 20th, $30,000 was added to the '97-'98 proposed budget to cover expenses associated with the development of the plans and necessary engineering for the fire station remodel/addition. Our next step is to assemble our project team. The mayor will appoint a council member to serve on this team and has already appointed Frank Remkiewicz as the community member. It is now time to select the team members from our department.

If you are interested in serving on this team and representing all the members of your rank, please sign up below. We will need one member from each rank to serve on this team. Our first meeting will be July 8th at 3pm.

Chief Houk will make the decision as to who will serve. Each team member assigned will be responsible to communicate the needs and wants of each member of his rank to the project team. The intent of this type of team is to make sure everyone will have a chance for input and ownership. The results of this project will affect each of us. It may very well be the place many of us will spend the rest of our careers.

Your involvement on the team will be time consuming, but rewarding. The effort that is given by each team member will be reflected in the finished product. The meeting schedule and estimated project time table will be discussed at the first team meeting. Regarding the time involvement, and to assist you in your decision to be involved or not, I can only estimate that in nine to twelve months we should be ready to go out to bid.

Please sign up below if you want to make a difference! Chief Houk will make a decision on July 3rd.

Sign up list

Captain				
Lieutenant				
Firefighter				
Volunteer FF.				

APPENDIX D

STATION PROJECT

TEAM AGENDA

Oakdale Fire Department
Station Project - Team Agenda

Meeting Date: July 17, 1997 - 8am

Warm Up (Coffee-Doughnuts)

Introduction of new members

Ken Burton
Warren Frace
Frank Remkiewicz

Review of past meeting minutes

Review of agenda & meeting length (2hrs.)

Review of Project Statement - Draft

> The project team will develop plans to modify the current facility/site to accommodate fire service administration/company operations for the community for the next 15 years. This project will be completed within 9 months at a cost estimated at $30,000

Reports:

1. **Site Plans/Station Plans - John**
2. **Status of Engineering - Dave**

Discussion - RFP Development for selection of Architect

Determine next meeting

List agenda items for our next regular meeting

Meeting evaluation: questions and discussion

APPENDIX E

REQUEST FOR QUALIFICATIONS

h/mt

M•O SHEET

Marketing Opportunity

HAWKINS/MARK-TELL

***** URGENT *****

Originated: 07/24/97
Mailed: 07/25/97
Region: CP

MO No: 30- 37728

OWNER/AGENCY:	City of Oakdale Fire Department
PROJECT NAME:	Fire Station Remodeling
COUNTY LOCATION:	Stanislaus County, (CA38)
PROJECT DESCRIPTION:	The city is seeking a qualified fire station design consultant for the remodel and expansion of a 37-year old fire station located in downtown. Scope of services includes a station expansion feasibility study, and design of the expansion and remodeling of the existing station.
CURRENT STATUS:	Soliciting informal SOQ packages.
PRESENT CONSULTANTS:	Preliminary Analysis (Hawn Engineer)
CONSULTANT REQUIREMENTS:	Architecture/Engineering
SCHEDULE:	SOQS DUE TUESDAY, AUGUST 12.
KEY CONTACT/ORGANIZATION:	Mike Botto, Team Project Leader City of Oakdale Fire Department 325 East "G" Street Oakdale, CA 95361 · 209/847-5904
SELECTION PROCESS:	Informal
SPECIAL CONDITIONS:	Consultants must be located within a 100-mile radius.
COMMENTS:	FAX: 209/847-5907
ACTION:	Direct SOQs to Mr. Botto for RFP consideration (will be short-listed) h/mt has a copy of the two page informal RFQ.

Info. Source: Warren Frace
h/mt Contact: AH

Follow Up: 00/00/00
O/A No. : 5859

NOTE: Transmittal of information contained on this MO Sheet to non-participating divisions, offices, and firms is restricted and subject to the payment of referral fees.

APPENDIX F

REQUEST FOR PROPOSAL

CITY OF OAKDALE
REQUEST FOR PROPOSAL
PROFESSIONAL ARCHITECTURAL DESIGN
NEEDS ASSESSMENT/ SITE ANALYSIS
FOR THE
EXPANSION AND REMODEL OF THE OAKDALE FIRE DEPARTMENT

I. BACKGROUND AND PROJECT DESCRIPTION

A. Existing Facility

The City of Oakdale is located in Stanislaus County and covers approximately 4.5 square miles with a population of 14,500. The Oakdale Fire Department is located at 325 East "G" Street, at the corner of "G" street and South Yosemite. Geographically, we are centrally located in the city. The fire station was built in 1959/60 and is the only fire station for the City of Oakdale. The site the station sits on is 175' X 200'. The administration/living area is approximately 3,000 square feet, and the apparatus bay is four across and 61' deep. Changes to the facility have been only minor consisting of interior non-bearing wall/office changes. The station is a combination administration/company fire station. The department's annual budget is $1,045,000. Our staffing currently consists of 13 career personnel and 15 volunteer firefighters (Fire Chief and 3-four member shifts, supported by 15 Volunteer Firefighters.) Our minimum staffing is two on duty 24hrs each day; however, often there are 5 company members on duty which includes volunteer required staffing time. In the future at this station our staffing may reach 7 line members and a staff of 3 in administration. Our annual responses number 1100.

Some of the specific problems that currently exist with our facility are:

1 Insufficient office space for administration purposes.

2) An open dormitory which does not adequately accommodate our on duty personnel along with our volunteer sleepers.

3) No decontamination area.

4) No emissions exhaust mechanical ventilation in our truck quarters.

5) Our bathroom facilities are inadequate and do not meet the Americans with Disabilities Act.

6) Our truck quarters doors are in need of replacement and 3/4's of our entire roof is in need of repair.

7 Inadequate storage facilities

8) Limited available land

9) Insufficient bathroom facilities for men/women

B. Required Professional Services

We wish to hire a firm to evaluate our needs for approximately the next 15 years, and work with the project team in the design and development of plans for modifications and additions to the existing fire station and site. We have established the following criteria:

Professional architectural firm maintaining an office within 100 miles of Oakdale

2) Background in public building design with fire department experience

3 Extensive portfolio of community buildings (public and private)

If your firm meets these basic criteria, and you are interested in undertaking this assignment, please respond with a portfolio of your firm's qualifying experience. Our schedule for architect selection provides for interviews with firms October 6-10, with final selection in the third week of October.

The work program for the architect may include

1 Needs assessment of the department

2) Evaluation of the current facility for meeting the essential services requirements and options available for modification and additions to address the specific problems specified in section 1. and the following:

2A. Second story addition

2B. Ground level expansion with option of additional land available

2C. Other concepts/options

3) Design and development of detailed plans for modification and addition to the facility

4) Working with a community group and the design review committee

C. Information Available

The following information concerning the modification/addition of the Oakdale Fire Department is available for review at the fire department. Copies of any of this material will be provided upon request for a fee of $25.

1) The City of Oakdale General Plan.

2) Design guidelines for the Central Commercial District

3) Plans for the existing Oakdale fire station. These plans were prepared by Walter Hardgrove & Associates in 1959. Work was completed in the spring of 1960.

4) Preliminary engineering analysis of the building - July 1997.

D. Proposed Consultant Agreement

The scope of services, as negotiated with the Consultant, would be attached as an exhibit along with other attachments for the hourly rate schedule and staff hour requirements per task.

II. REQUIREMENT OF PROPOSAL

A. Experience of Architectural Firm for Design Services

The Consultant selected must have extensive, recent experience in the design of similar project facilities as indicated in Section I above. Specifically, Consultant selected must have been the Architect of Record for at least three (3) major projects of similar magnitude and complexity.

B. Qualifications of Staff

The Consultant's Project Manager shall have a minimum of 10 years experience and the Project Architect shall have a minimum of 5 years experience in the design of similar projects. Each shall have been the Project Manager/Project Architect for at least three similar projects which demonstrate experience in the items listed in the Scope of Work. The Project Manager and Project Architect shall both be Registered Architects in the State of California. The Project Manager shall have been with the Consultant a minimum of five years. The Consultant's Project Manager shall be responsible for 1) coordinating all activities through the fire department project team leader to accomplish all aspects of the design, 2) insuring compatibility with existing facilities and site constraints, 3) meeting with City staff, and 4) coordinating the activities and efforts of the project design to meet the requirements established by the City. Subcontracts with other consultants for special designs, i.e. electrical, etc., will be considered by the City. Their experience must be comparable to that stated above.

C. Scope of Services

A proposed scope of services to be provided by the Consultant is specifically outlined in Exhibit A and is intended to meet the applicable general requirements described in this section. As appropriate, each of the major design disciplines shall be included: Mechanical Design, Structural Design, Electrical Design, and Civil Design. The Consultant submitting proposals on this project is encouraged to comment on, to add to and/or expand on the tasks listed in Exhibit A Scope of Services, if appropriate, in making the proposal more complete.

Final drawings shall be ink on 24 in. x 36 in. mylar sheets. City shall provide general provision section of specification, printing and distribution for bidding. Architect shall provide general conditions. Three sets of drawings and specifications shall be provided with each submittal. City comments will be consolidated on one set and returned to the Consultant.

D. Project Schedule

A preliminary schedule for design and construction of the project should be included. It is anticipated that the Notice to Proceed with the Design Contract would be issued October of 1997.

E. Staff Hour and Fee Breakdown

A staff hour and fee breakdown will be requested from those firms selected for interview. This information is not requested with the initial submittal.

III. CITY FURNISHED SERVICES

1 City will make existing reports and related materials available to the Consultant.

2. City will perform required "potholing" of City facilities as requested by the Consultant and determined necessary by the City.

3. City staff will be available to answer the Consultant's questions regarding the project during all phases of the Consultant's work.

4. City will provide all professional survey services required to support the design unless prior arrangements are made with the City.

5. City will provide environmental services as required for the project design in conformance with City guidelines for implementing CEQA unless negotiated with the City for this service.

IV. PROPOSAL FORMAT

A total of (7) bound and (1) unbound version of each proposal shall be submitted. Proposals should not exceed fifteen (15) pages of text, exclusive of resumes and should address, as a minimum, the following points:

Explain the organizational structure, general background and qualifications of the Consultant, and any special knowledge or capabilities material to the project.

2. Specifically list other projects completed and constructed that are directly related to this project. Consultant is required to demonstrate specific design and project experience relating to the requirements of the Scope of Services.

3. Outline the proposed approach to the project, including organization and schedule of tasks to be performed.

4. Identify the principal project team who will be assigned to this project and give a description of their responsibilities.

5. Provide a work history of the key personnel, including descriptions of the projects, dates, cost of the project and duties performed by the individual on the project.

6. Indicate the location of the office(s) where work will be carried out in addition to services at the job site.

7. Submit a list of any subconsultants to be utilized on the project. Describe how each subconsultant will be utilized.

8. Include a statement that the Consultant will comply with all applicable nondiscrimination laws.

9. Include a statement which says "nothing in this submittal is deemed to be proprietary.

10. Include a complete client reference list from recent related projects, including name, address and phone number of individual to contact for referral.

V. INDEMNIFICATION AND INSURANCE REQUIREMENTS

The successful Consultant must comply with all insurance and indemnification requirements.

Certificates of Insurance shall be filed with the City prior to Consultant commencing work under this agreement. Such certificates shall state that the coverage evidenced thereby shall not be canceled or modified without at least (10) days prior written notice to the City. The proposal shall contain a statement to the effect that the Consultant will execute an agreement containing these clauses and has insurance in the amounts specified.

VI. SELECTION CRITERIA

This project calls for the services of a registered architect. Other professionals may be required, but the final selection will be based on the City's view of the strengths of the architectural firm's skills and experience assigned to the project based on the following criteria:

1) (20 points) - Experience and qualifications of project team on projects similar in scope of work to this project.

2) (25 points) - Project approach, including cost effectiveness and innovation.

3) (20 points) - Demonstrated understanding of the City's needs and concerns.

4) (15 points) - Firm's past performance on similar projects in regards to cost control, quality of work and compliance with performance schedules.

5) (10 points) - Demonstrated capacity to accomplish the work in the required time (and within established budget.).

6) (10 points) - Demonstrated experience in the local region, number of projects completed in the Central Valley, experience with the local regulatory agencies, and knowledge of the project location.

VII. SELECTION

The City Selection Committee may, at its option, select a firm for this project solely on the basis of the proposals or call for interviews of a limited number of proposers. Those firms selected for interviews will be notified approximately one week prior to the interview date. Interviews will consist of a 30 minute presentation by the engineering firm, followed by a 30-40 minute question and answer period. The City will select the successful Consultant and enter into negotiations to develop an agreement for the project within four weeks of the interview. However, if such negotiations are not successful, the City may reopen negotiations with the next ranked Consultant. The City will make every effort to conclude negotiations with the successful Consultant within four weeks. The following is a tabulation of the proposed selection process schedule.

Proposal Pre-conference	September 3, 1997 - 10am
Proposals Due:	September 19, 1997 - 5pm
Firms Selected for Interviews:	Setpember 29, 1997
Interviews Held and Site Visits:	The week of October 6, 1997
Negotiations Begin:	
Negotiations Conclude:	
Notice to Proceed:	

VIII. SUBMISSION DEADLINE

Seven (7) copies of the final proposal shall be submitted by 5 p.m., September 19, 1997 to:

Mike Botto, Fire Captain
City of Oakdale Fire Department
325 East "G" Street
Oakdale, California 95361

Questions regarding this Request for Proposal should be directed to Mike Botto, (209) 847-5904 or John Word, (209) 847-4245.

IX. DISCLAIMER

This "Request for Proposal" does not commit the City to award a contract or agreement, to pay any costs incurred in the preparation of a proposal responding to this request, or to contract for services. The City reserves the right to accept or reject any or all proposals received, to negotiate with qualified sources, or to cancel the request in total or in part. The City may require the selected consultant(s) to submit such data or other information necessary to substantiate costs, or to revise technical, schedule or other elements of their proposal in accordance with contract negotiations.